



New Zealand Search and Rescue Council

**Minutes of Meeting
New Zealand Search and Rescue Council
1-3pm Wednesday 13 September 2017
Wellington Conference Centre
Level 7, 50 Customhouse Quay, Wellington**

Present:

Peter Mersi – MoT (Chair)
Chris Scahill - NZ Police
John Kay – CAA
Keith Manch – MNZ
Brigadier John Boswell - NZDF
Dave Comber – Independent Member

In Attendance:

Pete Baird – NZ Police
Chris Ford - CAA
Mike Hill – RCCNZ
Rachel Roberts – Nzsar
Duncan Ferner – Nzsar
Rhett Emery – Nzsar
John Pine – NZ Police
Lauren James – Minute taker

1 Welcome

Peter Mersi opened the meeting by welcoming attendees.

2. Apologies

Mervyn English, DOC
Graeme Harris, CAA
Harry Maher, DOC
Mike Rusbatch, NZ Police
Stephen Ross – Nzsar

3. Minutes of Meeting held 31 May 2017

The minutes from the 31 May 2017 meeting were accepted as a true and accurate record.

4. Actions Arising from Previous Meeting

NZSAR Council Action and Responsibility Table - Meeting of 31 May 2017

Item		Actions & Decisions	Responsibility
7.	NZSAR Strategy	The Council approved the NZSAR Strategy 2017-2020	Secretariat Completed
8.	2017-2020 Service Level Agreements	The Council approved the five NZSAR Council Service Level Agreements.	Secretariat See agenda item 8
9.	Letters of Intent	The Council agreed to the SLA letters of intent, with the addition of a statement that the Council will write again in March. The Secretariat to update the letters, and to send them once the SLAs are signed.	Secretariat On Agenda Item 8
11.	NZSAR Secretarial Budget and NSSP 2017/2018	The Council approved the 2016/2017 National SAR Support Programme and associated budget.	Decision – no further action required

5. SLA Monitoring Report for the April to June 2017 Quarter

Volunteer hours (9,747) for the quarter (winter) were significant and 37 lives were saved. The LandSAR CEO resigned at short notice. Pat Waite has been appointed as interim LandSAR CEO. The quarter was quiet for SLSNZ. 2,084 Coastguard volunteers responded to 473 non-SAR related calls for assistance.

The Council **noted** the SLA Monitoring Report.

6. Sector Update

Keith Manch reported that Antarctica NZ has been in communication with the IMO trying to advance Polar Code 2 to include fishing vessels and yachts entering Antarctic waters.

The sector update report was **noted** and taken as read.

7. NZSAR Activity report 2016-2017

The NZSAR activity report 2016-17 showed a variety of trends since 2010 and provided more detailed statistics than has been provided in the past.

The figures indicated that volunteers are providing support for larger and more time-consuming operations though some agencies are being called out less frequently. Occasional, long duration operations consume significant volunteer time. The Council noted the challenge of retaining volunteers when the incidents are becoming less frequent.

SAR incidents by environment showed an overall decrease in the number of marine incidents but an increase in the number of land incidents over seven years. There is little variation in the number of incidents by air over the period.

A trend line has been added to the subject behaviours for the 'Wanderer' category which shows a modest increase over the last seven years. This category is not increasing to the extent that was anticipated several years ago. The reduction in category 1 land incidents for the 2016-2017 year could in part be attributed to the poor summer weather.

The SAR activity report was **noted**.

8. Service Level Agreements 2017/18-2019/20

a. SLA letter exchanges and measures

Coastguard NZ has provided KPIs and measures for their additional funding which is intended for fundraising activities. Payment for these functions has commenced as these were reviewed and approved as part of the business case to Joint Ministers in 2016.

At its May meeting, the Council expressed some strong reservations about LandSAR's initial plans for its additional funding for the implementation of the Safer Walking (Wander) Partnership Framework. The Secretariat then engaged with LandSAR NZ to shape the preparation of revised targets, outcome measures and KPIs. Payment for these functions has been withheld pending NZSAR Council approval. The Council indicated comfort with the revised direction and delegated power to Duncan to renegotiate the final outcome measures and KPI's with LandSAR.

Decisions:

1. The Council **noted** and **accepted** the replies from Coastguard NZ, LandSAR NZ, and Surf Life Saving NZ to the Council's 2017/2018 letters of intent.
2. The Council **noted** the Coastguard NZ KPIs and measures for their specific additional funding.
3. The Council **delegated** power to Duncan Ferner to renegotiate the table of outcome measures and KPIs for LandSAR NZ's specific additional funding and commence payments once complete.

Action: Duncan Ferner is to renegotiate LandSAR's outcome measures and KPIs for specific additional funding.

b. AREC Governance and Organisational Review

Council considered the draft report of the Governance and Structural Review of the Amateur Radio Emergency Communications (AREC) entity prepared by Caravel Group. The draft review contains the following 11 recommendations:

1. That the existing structure and relationships between NZART, AREC and NZSAR are maintained.
2. That immediate steps are taken to re-register the NZART AREC Emergency Funds Trust as a charitable trust with Charities Services.
3. That AREC continues to function as a sub-section of NZART to preserve unity and purpose, and maintain national capability to consistently support search and rescue activities.
4. That AREC uses NZART's National Administrator to provide administration functions to maintain AREC's registration as a Charitable entity.
5. That the Administrator is recompensed from the grant funding provided by NZSAR to AREC.
6. A portion of grant funding is allocated to cover AREC's contribution towards NZART's fixed costs and overheads.
7. That a sub-category of NZART membership be created to enable non-transmitting NZART's members to participate in and support AREC search and rescue activities while receiving public liability coverage provided by NZART.
8. Review AREC roles, titles and functions to ensure consistency and clarity.
9. That a register of all equipment purchased using Crown funding continues to be maintained and made available on an annual basis or on request to key stakeholders.
10. That the NZART – AREC Trust deed be updated to provide guidance and direction in the operation of the Trust; improve transparency in the management and disbursement of funds; and reflect any changes in the purpose and objectives of the Trust.
11. Trustees should be knowledgeable and conversant with their responsibilities and obligations.

NZ Police and MNZ have indicated they support all the review's recommendations. NZART objects to recommendation 7 which relates to membership structures and AREC is yet to reply.

Decisions:

1. The Council **accepted** the draft AREC Governance and Structural Review as presented by Caravel group.
2. The Council **approved** the table of proposed actions for recommendations 1-6 and 8-11.

3. The Council **approved** the updated 2017/2018 NZSAR Council letter of intent for AREC.
4. The Council **directed** the NZSAR Secretariat to further consult with NZART and AREC regarding recommendation 7 and associated actions – if any.

Action:

The Secretariat to **finalise** the letter of intent to AREC.

9. NZSAR Risk Matrix

Duncan advised that SAR information risk (1) and the recreational knowledge (6) risks were due for review by the SAR Council (last reviewed 2014).

a. SAR Information (Risk 1)

This risk was discussed by the Consultative Committee at its August 2017 meeting. The Committee agreed that the risk treatments were well articulated and appropriate but suggested some minor changes be made including to the risk description. Project SARdonyx will provide for improved data collection and analysis. The SAR 'customer's survey' could also provide additional information about future demand.

b. Recreational Knowledge (Risk 6)

Implementation of the NZinc Recreational Safety Framework's recommendations is scheduled to commence in the last quarter of 2017 ("NZinc" was taken to mean all NZ government departments, agencies and other relevant safety agencies). There are various research projects underway which are intended to identify gaps and opportunities in the provision of safety information. The initial aim is to gain clarity around prevention effort, the relative effect of the effort and to give agencies confidence of NZSAR's role as an enabler.

During the summer the Secretariat intends to survey people undertaking land recreation and their preparedness for their activity. A separate 'SAR customer' survey will engage with people who have experienced SAR services to better understand their perspective and what might have been done to prevent the need for SAR in the first place.

The Council was of the view that the risk refers to 'outdoor public safety' instead of 'recreational knowledge'. Duncan was asked to update the risk description.

10. SAR (ACE) Individual Training

The last Council meeting agreed that Peter Mersi would write to TEC outlining the core concerns around the current arrangements for TEC funded SAR individual training.

The core concerns include:

- rules and regulations for funding and reporting;
- training material ownership and flexibility;
- bureaucratic procedures; and
- the future of TPP.

A meeting with TEC will be held Monday, 18 September along with representatives from Ministry of Education and NZ Qualifications Authority. TEC have indicated they recognise the problems facing the current model but there is a limit to what will be possible for the 2018 year. They have indicated that any changes to the SAR funding model will be considered alongside EM (ACE) arrangements.

The SAR (ACE) student engagement survey was repeated. The Net Promoter Score (a proxy satisfaction gauge) by students who undertook training in 2016 was +51 compared to the score of +61 by the students in 2015. Small declines were also observed in:

- Agreed the assessment was fair
- Agreed taught me skills very relevant to the tasks I do for SAR
- Positive about timing of the course

Results were positive regarding skills and safety practices for SAR operations:

- 94% agreed team work was encouraged on the last course they attended.
- 93% agreed that tutors ensured Health and Safety practices were followed.

11. NZSRR Boundaries

Mike Hill reported that Graeme Harris is chairing a meeting in Bangkok where Fiji has made a submission for some changes to the NZ SAR Region (NZSRR) boundaries. The proposed change would significantly reduce the size of the NZSRR. From the brief information received to date, it is unclear why Fiji might be requesting this change. Keith Manch reported that information from the CAA indicated there had been an error in the drawing of the co-ordinates. They are waiting for Graeme to return to New Zealand with a more definitive report.

RCCNZ has been approached by Fiji Air Services to deliver SAR training in Fiji.

12. HRB Follow up

Duncan reported that Carl attended the Hazard Risk Board Senior Officials Group (HRB SOG) on 4 July 2017 to discuss measures to resolve the four systemic issues raised on 4 May 2017 to HRB. NZSAR is due to report back to HRB on 4 October 2017. The proposed report back includes:

Issue #1: *The development of a single plan for nationally significant SAR operations (Mass Rescue / Extensive Search) remains an urgent requirement.*

Responsibility: RCCNZ & NZ Police (as per MRO Policy approved 9 June 2016)

Complete by: 15 December 2017

There was some doubt expressed by Council members about achieving the completion date in view of the many agencies involved. Mike Hill indicated he was optimistic that there will be a plan by 15 December 2017.

Issue #2: *Incompatible organisational IT systems is a major impediment to gaining and maintaining situational awareness.*

Responsibility: AoG project led by FENZ

Complete by: unknown/ongoing

Duncan understands the proposed FENZ solution will be at the RESTRICTED level and be for non-operational purposes. It is not likely to resolve the observed situational awareness problem. SAR agencies will focus on the proactive use of liaison personnel and co-location to mitigate the issue.

Keith Manch noted the need to have a very clear and short IMT induction arrangement. Typically, a range of programmes are used in an IMT but communication between the leading agencies at present is via manual /oral communication. It remains difficult for those in charge to get situational awareness and gaps develop. Knowing what is available, what they offer and how to use them to the best advantage can improve situational awareness. The core requirement being that there needs to be sufficient understanding so that people can make timely and relevant decisions.

Issue #3: *Many people in response organisations at the District level possess an inadequate understanding of CIMS (particularly at the multi-agency/multi-response level).*

Responsibility: NSS Training Development Group (TDG)

Complete by: unknown/ongoing

NZSAR's concerns reinforced the concerns of other agencies. The matter is seen as a National Security System (NSS) priority. The NSS Training Development Group (TDG) has been tasked with improving CIMS understanding and practice across agencies. The NSS TDG is planning new courses, standards, and expectations of competency.

Issue #4: *No common system or process for the reconciliation of large numbers of distressed / missing people exists.*

Responsibility: Police and MCDEM

Complete by: unknown/ongoing

1. Much of the current effort is focussed on Police Enquiry & Civil Defence Welfare functions for a large-scale incident where it is anticipated join-up of systems up to 3+ days after major event i.e. earthquake.
2. Police 'Enquiry' Function will include voluntary registration via the Red Cross 'Restoring Family Links' system. It may not be able to import ship/aircraft manifests. It is primarily intended for people who choose to put names in the system – ie, to report someone is missing.
3. MCDEM is conducting a Welfare Registration Needs Assessment Review Project and establishing a common minimum data set.

NZSAR will hold a reconciliation requirements workshop to clarify SAR needs.

13. Mass Transport Incident Strategy and Exercise

The Ministry of Transport is developing a Transport Hazard Management Strategy (THMS) to provide the overall framework to direct and guide key transport sector stakeholders' planning and operational responses to 'all-hazard major transport incidents'. The THMS will be developed using the 4Rs framework. It will consider the existing planning undertaken by the various transport sector entities and those of other agencies within the National Security System. MoT is currently assessing the one bid that has come in through an RFP process for a contractor to deliver the THMS.

Transport Incident Exercise

A major transport incident national exercise has been scheduled as part of the National Exercise Programme for April 2019. The exercise will test procedures to respond to a major transport incident, which requires the activation of the National Security System. The THMS would assist in determining what should be exercised. The plan is to have a 'crawl' and a 'walk' exercise in the lead up to the 'run' exercise in April 2019. At this stage no decision has been made on what will be included in the exercise, but the initial thinking is that it will include a mass rescue component.

A steering group has been put in place to provide governance and input into both the THMS and the Exercise. The NZSAR Secretariat is part of the Steering Group which also includes members from NZ Police, MNZ, CAA, MCDEM, NZTA, NZDF and MoT.

Funding the MTI Exercise

The Ministry is in the process of putting together a budget bid for the exercise. The cost of the exercise will be dependent on whether a live mass rescue

exercise will be conducted as part of the exercise. The first stage of the budget bid is due to be completed by 2 October for consideration by MoT's Senior Leadership Team who will consider the Ministry's potential bids alongside other potential bids coming from the transport sector.

14. Independent Council Member

Duncan reported that Dave Comber's term as an Independent Council member expires at the end of February 2018. Appointment to this position is a two-stage process approved by Council in 2015 where the NZSAR Council identifies a suitable person and then seeks endorsement from the Consultative Committee.

The selected person is expected to:

- Contribute meaningfully to the Council's strategic leadership, policy and advisory functions.
- Represent the non-governmental elements of the SAR sector at the NZSAR Council.
- Be a conduit of NZSAR Council thinking back to the wider SAR sector.

Ian Coard (Coastguard NZ) was identified as someone who may be suitable. Ian is currently harbourmaster in Southland and has a wealth of experience in different positions within Coastguard, including at the Governance level. He has broad and lengthy involvement with SAR and he received a NZSAR Council Award this year.

No other suggestions were put forward to be the next Independent NZSAR Council Member.

Decision: The Council **agreed** to Ian Coard being referred to the Consultative Committee for consideration.

Action: The Council directed the Secretariat to **refer** the candidate to the Consultative Committee for consideration.

15. NSSP 2017/18

Duncan updated the Council on the significant NZSAR Initiatives 2017 – 2020 and the 2017 – 2018 National SAR Support Programme.

Workshops & Seminars	SAR Training
• Aviation Workshop	• SAR(ACE) Training Survey
• SAR Case Study Seminar / Police Planning	• Evaluation Training
• SAR Technology	• START material
• Safer Walking	Prevention
SAR Information and IT	• AdventureSmart Communications
• NZSAR Website update	• Recreational Safety Partnership
• Data Store	• Visitor Intentions
• SAR Information System (SARdonyx)	• Safety Codes, printing and advertising
• SAR (land) IMT IT	SAR Research
• Portable Mobile Phone Location	• Fatality Analysis
• Update NZSAR Resources database	• SAR Communications – Land (STWG(L))
SAR Documentation	• Survey of SAR Customers
• SAR Forms and Guidelines	• SAR Demand and Supply Study – Marine
• Develop New Zealand's SAR Guidelines	• SAR Demand and Supply Study – Land
Exercises	• Mass Rescue Study
• Support Police SAREXs	• SAR Aviation Engagement Framework
• MRO SAREXs	• SAR Assurance
• Practical MRO SAREX	
• Drifters / Trackers	

16. 2017/18 Air Ambulance contract process

The contract process is led by the National Ambulance Sector Office (NASO), an agency of MoH and ACC. The focus is on air ambulance fixed and rotary including inter-hospital transfer. They are conducting a co-design needs process prior to formal procurement and all options and possibilities are on the table. NASO seek to increase performance and safety, maximise utilisation and reduce overall costs to Health.

NASO funded tasks represent about 80% of most air operators' workload. (SAR is approximately 5%). Many operators are significantly funded via charitable and other means. The Air Ambulance standard is a critical element of the current contract.

SAR has strong interest in this process as we rely very heavily (and increasingly so) on rescue helicopters. Having excess helicopter capacity can mean they are more likely to be available for SAR. The skills required for air ambulance work are similar for SAR and are not common in the commercial market (winch etc). Depending on the mission, we can share costs with NASO.

SAR can have differences with NASO requirements as the medical capabilities of the operators are often more than is required for SAR, we also often use machines other than the rescue helicopters and the Air Rescue Standard is an optional element for SAR.

17. Combined workshop 22 November – Environmental Scan

The Combined workshop is planned for 22 November, having been cancelled in 2016 due to the earthquake. Duncan suggested discussion on a “SAR Environmental Scan” – next 5 to 15 years as the topic.

Decision: Council **agreed** the seminar topic would be “SAR environmental scan – next 5 to 15 years”.

18. SAR Sector Health and Safety

Rhett reported on the NZSAR Strategic Occupational Health and Safety Committee meeting held on 23 August 2017. The system appears to be developing satisfactorily and NZSAR will work with the two co-ordinating authorities to further explore the capture of health and safety-related incident information and provide reports. A revised version of the process to capture near miss incidents is being developed. PCBU responsibilities have been accepted by all agencies except LandSAR.

19. General Business

a. Wahine 50th Commemorations / NZSAR Awards 2018

10 April 2018

Wahine 50 events including a SAR Agency display at Shed 6 will be held during the day. There remains the possibility of a small demonstration of SAR skills. The NZSAR annual awards will be presented during the evening (in Shed 6). The Governor General has been invited to make the presentations, with a Minister or member of Council as alternates. The Consultative Committee will meet on a separate day.

The agency display would have ‘stands’ promoting key SAR safety messages and would provide an excellent opportunity for agencies to market their work. This will require agency commitment.

b. Independent review

The Council discussed a recent high profile SAROP on the Central Plateau (Operation Mangatawai). The SAROP took over several weeks to resolve and involved a large number of people from a range of agencies from across the North Island (approximately 280 volunteers and 60 Police).

The Council considered the possibility of conducting an independent review into the ‘SAR systems’ aspects of this incident. The Council has an independent review policy and has completed several of them in the past. Peter saw this as a great learning opportunity from an NZSAR perspective but careful consideration would be required in drawing up the TOR.

Action: The Secretariat is to **draft** a proposal for an independent review into Operation Mangatawai and **discuss** with NZ Police and RCCNZ.

Proposed next meetings:

- Wednesday, 22 November 2017 – Combined Workshop

Peter Mersi
Chair
NZSAR Council

NZSAR Council Action and Responsibility Table - Meeting of 13 September 2017

	Item	Actions & Decisions	Responsibility
8a.	Service Level Agreements 2017/18-2019/2020	<p>The Council noted and accepted the replies from Coastguard NZ, LandSAR NZ, and Surf Life Saving NZ to the Council's 2017/2018 letters of intent.</p> <p>The Council noted the Coastguard NZ KPIs and measures for their specific additional funding.</p> <p>The Council delegated power to Duncan Ferner to renegotiate the table of outcome measures and KPIs for LandSAR NZ's specific additional funding and commence payments once complete.</p> <p>Duncan Ferner is to renegotiate LandSAR's outcome measures and KPIs for specific additional funding</p>	<p>Decision</p> <p>Decision</p> <p>Secretariat</p> <p>Secretariat</p>
8b.	AREC Governance and Organisational Review	<p>The Council accepted the draft AREC Governance and Structural Review as presented by Caravel group.</p> <p>The Council approved the table of proposed actions for recommendations 1-6 and 8-11.</p> <p>The Council approved the updated 2017/2018 NZSAR Council letter of intent for AREC.</p> <p>The Council directed the NZSAR Secretariat to further consult with NZART and AREC regarding recommendation 7 and associated actions – if any.</p> <p>The Secretariat to finalise the draft letter of intent to AREC.</p>	<p>Decision</p> <p>Decision</p> <p>Decision</p> <p>Secretariat</p> <p>Secretariat</p>
14.	Independent Council member	The Council directed the Secretariat to refer the candidate Ian Coard to the Consultative Committee for consideration.	Secretariat
17.	Combined workshop 22 November	Council agreed the seminar topic for the Combined Workshop on 22 November would be "SAR environmental scan – next 5 to 15 years".	Secretariat
19b.	Independent review	The Secretariat to draft a proposal for an independent review into Operation Mangatawai and discuss with NZ Police.	Secretariat